



## Leadership Alerts

Articles & Links on Educational Leadership, Tech and Customer Service  
Compiled & edited by VCC Library

October 1, 2014

Bell, R. L. (2012). **Three facets for communicating managerial trustworthy behavior.** *Supervision*, 73(11), 16-20.

The article outlines three essential qualities for managers to communicate trustworthiness to their employees, noting that trust is built through benevolence, vulnerability and dependency. Topics include the sharing of accurate information with employees, providing effect sufficient and timely explanations for management decisions, and maintaining an environment of openness and reciprocity between managers and employees. [ABSTRACT FROM AUTHOR]

O'Hara, C. (2014, June 27). **Proven Ways to Earn Your Employees' Trust.** In *HBR Blog Network*. Retrieved from [HBRblogs.com](http://HBRblogs.com).

"Trust is often talked about as the bedrock of a company's success. Most people think about the issue in terms of customers: They have to believe in you and your products and services. But trust within the organization is just as important: Your employees must believe in each other. When they don't, communication, teamwork and performance inevitably suffer." [EXCERPT FROM ARTICLE]

O'Toole, J., & Bennis, W. (2009). **What's Needed Next: A Culture of Candor.** *Harvard Business Review*, 87(6), 54-61.

If there's one thing that the past decade's business disasters should teach us, it's that we need to stop evaluating corporate leaders simply on the basis of how much wealth they create for investors. A healthier

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### REPORT SPOTLIGHT

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### BOOKSHELF SPOTLIGHT

**Not Bosses but Leaders : How to Lead the Way to Success**

yardstick would be this: the extent to which leaders create firms that are economically, ethically, and socially sustainable. The first step toward accomplishing that task is to create a culture of candor. Companies can't innovate, respond to stakeholder needs, or run efficiently unless the people inside them have access to timely, relevant information, point out professors O'Toole, of the University of Denver's Daniels College of Business, and Bennis, of the University of Southern California. [ABSTRACT FROM AUTHOR]

Lencioni, P. (2011). **Vulnerability**. *Leadership Excellence*, 28(7), 16-17.

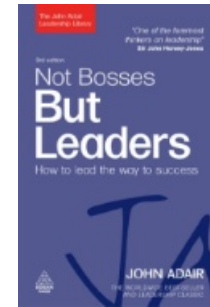
The article discusses the importance of a leader's acceptance of his vulnerability. It involves being truly honest with one's weaknesses, errors and need for help. Humility and graciousness, even at the levels of leaders, project an inspiring and attractive image that can potentially build loyalty and commitment. According to the author, competence, despite its importance, will have reduce potential in the absence of humility and honesty. Temptations for chief executive officers (CEOs) are also mentioned. [ABSTRACT FROM AUTHOR]

Stefano, S. F., & Wasylshyn, K. M. (2005, October). **Integrity, Courage, Empathy (ICE): Three Leadership Essentials**. *Human Resource Planning*. pp. 5-7.

The article reflects on the three leadership essentials; Integrity, courage and empathy (ICE). A simple definition of the integrity is the ability to tell the truth. It comments that this definition is not to rationalize an issue to justify one's behavior but to telling the truth, regardless of the nature of the news. The author reflects that in the formulation of ICE model by Steve Stefano, one can see the confluence of leadership practice and theory, which are the symbols and blue prints of emotional intelligence. The second essential in the "ICE" model, courage is the desired attribute, which can be explained as the ability to demonstrate intestinal fortitude in challenging situations. It is something about having sufficient confidence in oneself and in one's team so that they can be given the latitude and autonomy to perform well. Empathy, the final essential in the ICE model is the special ingredient that distinguishes the real leaders from others. It enables a leader to balance meeting their own goals and objectives with a genuine regard for the people whom they lead.. [ABSTRACT FROM AUTHOR]

#### **EDUCAUSE Review Online October 2014**

*EDUCAUSE Review® Online is the association's digital flagship publication for the higher education IT community. EDUCAUSE Review®, the association's award-winning print magazine (22,000 distributed copies), takes a broad look at current developments and trends in information technology, how they may affect the college/university as an institution, and what these mean for higher education and society.*



**Lead by Example : 50 Ways Great Leaders Inspire Results**

Lead by Example:  
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Inspire Results

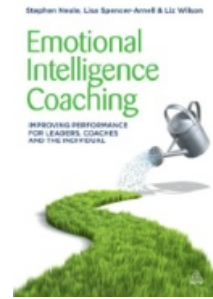
John Adair

AMACON

**The Leader As Communicator : Strategies and Tactics to Build Loyalty, Focus Effort, and Spark Creativity**



**Emotional Intelligence Coaching : Improving Performance for Leaders, Coaches and the Individual**



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